**EMPLOYEE ACCESS, SUCCESS, AND EQUITY**

**Key Initiatives:**

**Employee Equity:**

* equity and inclusion
* create equal access and opportunities for professional development and training and encouragement to staff to participate
* create annual pay equity report and detailed compensation audit
* transparent pay ranges for positions
  + tiered pay for adjuncts
* equity and inclusion for adjunct faculty on policies and participation
* continue work on improving accessibility across campus
* conduct a campus-wide A.D.A. accessibility assessment
* reframe employee contacts/agreements for equitable access to resources
* student representative on Board of Trustees
* pay range system placed online
* tiered system for pay for adjuncts
* adjuncts represented on Faculty Senate
* restorative justice practices
  + communicate solution effectively

**Community Connection:**

* easier access to Bristol through subsidized transportation, site visits, or campus events
* engage local/larger community
  + - * + with respect to importance of diversity
      * RWU TV channel/ youtube channel

**Hiring/Recruitment Practices:**

* establish broader appeal
  + - * + create academic programs that attract multicultural perspectives
* create partnerships to develop and recruit employees from HUGS
* defined policies and training on hiring
* implement excellent on-boarding with diversity and inclusion lens
* establish intentional recruitment/hiring practices with an eye towards eliminating barriers to access
* offer trainings on best practices for hiring/searches for RWU staff emphasis on cultural competency
* diversifying hiring and recruitment
  + - * + university-wide policy to reach out to social and other media targeted to minoritized groups with job opportunities
        + re-crafting advertisements to emphasize importance of diversity
        + develop cohesive diversity message to communicate to prospective employees
        + create marketing campaign focusing on diversity and inclusion in employment opportunities
        + Identify recruiting pools that will bring in diverse staff/faculty
        + will not hire without considering diverse candidates
        + subsidize candidate expenses
        + diverse search committees
        + search committees have students and adjuncts
* develop a pipeline through contact with organizations that serve the underserved
  + - * + create partnerships with local, regional organizations for pipeline to develop diverse applicants an supports through growth and development process
    - state, non-trade program, apprenticeships

**Satisfaction/Investment/Retention:**

* competitive salary and benefits
* institute family-friendly (HR) and benefits such as:
  + 4x10 work week
  + job sharing
  + telecommuting
  + day care and summer camps
  + Flexible work schedules
* affinity spaces and initiatives to break down barriers and silos
  + - * + adjuncts, staff, cross-groups, theme/initiatives, etc.
* measure employee retention and satisfaction
* retention program/practices
  + keep workforce
  + follow-up/ check-in
  + internal promotion
  + flexible schedules
  + subsidized meals and child care
* create and implement climate survey around issues of employee happiness/satisfaction
  + use results to inform RWU programs/policies
* creating ACCESS to professional development and training opportunities
  + ENCOURAGEMENT to do so is also needed
  + establish a leadership development/mentoring program
* incentives for volunteer work, professional development, and training
* employee appreciation events
  + brings the staff together as a community
* faculty and staff involvement in student life
* recognize good Samaritan work and inclusiveness
* require syllabus language on social justice and inclusion

**Training:**

* on-going diversity training
* increased cultural competencies
  + training for staff/faculty
  + cultural competency training required for new employees
  + create academic programs that attract multicultural faculty, staff and students
* programs to eliminate bias
  + conscious and unconscious
* offer monthly training on various topics that contribute to our diversity and inclusion initiatives and vision
* seek out best practices elsewhere
* clear training/policies on hiring
* training on best practices for hiring/search committees for RWU staff
  + criteria on how to form a good search committee with emphasis on cultural competency, etc.
* intentional system for bias follow-up
* publish bias incidents
  + response and action
* monthly intergroup relations plan

**EMPLOYEE ACCESS, SUCCESS, AND EQUITY**

**Measures of Success**

**Employee Equity**

* examine upward mobility of underrepresented employees
  + PoC, women, etc.
* contracts that provide equitable access to resources
* having adjunct representation and participation thru some system
* women in leadership roles
* PoC in leadership roles
* diversity in faculty positions and student contact positions
* disability accessibility for physical facilities
  + parking
* culture of authentically diverse and equitable employment
  + connect all RWU employees across campuses, programs, etc.
  + PAY EQUITY (1:1)
    - equity compensation audit
  + genuine sense of community
  + physically accessible for all
* equity for employees access to resources across unions, non-union, nonaligned united, etc.
* more voice/representation for adjuncts in policies, hiring, commencement/convocation, faculty union, office space

**Community connection**

* employee diversity has to be part of mission and values
* ensure a truly comfortable climate for everyone
  + require respect for all cultures and those who are minoritized
* increase overall faculty and staff interactions with students

**Hiring / Recruitment Practices**

* data to inform hiring/promotion practices
* benchmark against aspirations
* increase % of qualified candidate applications
* match regional diversity THEN match global diversity
* diversity candidate for each position
* more often/accurate review of job descriptions system
* more transparency on pay across campus and opportunity for negotiation
  + pay range for positions
* achieving a set goal for diversifying faculty/staff
* targeted recruitment
  + job fairs
* better define job descriptions
  + dues existing
  + status quo
* establish broader appeal of RWU to diverse groups
* expand outreach more globally to increase diversity among all employees
* become an employer of choice, where people want to work
  + “recruit market”
* continuous improvement in work force diversity
  + globally diverse
  + all forms of diversity
  + pipeline development with outside partnerships
* inclusive and equitable hiring process
* active outreach to increase pool of candidates for positions

**Satisfaction / Investment / Retention**

* measure employee retention
  + reduction in turnover
* employee morale
* increase levels of faculty, staff and students involved in RWU
* climate surveys
* be more competitive/desirable place to work compared to our competitions
* environment where employees feels as though they can speak freely without fear
* more resources like:
  + daycare center
  + health and wellness
* plan to mitigate salary compression
* more opportunities for faculty/staff programming collaborations
* School of Social and Natural Sciences meeting with every faculty and adjunct faculty member
* retention of diverse staff through mentor, affinity group and connection to other institutions in region like Brown University
* set goal number of offerings for learning opportunities
* increased communication about learning opportunities, ways to get involved with students, as well as opportunities for staff recruitment involvement
* professional development
  + more opportunities for professional development
  + employee mentoring program
  + robust skill development opportunities
  + more learning opportunities
* flexible HR practices
  + family-friendly benefits, policies, programming
    - day-care
    - summer camps
      * collaborate with School of Education
  + job-sharing/telecommuting
  + flexible work schedules
    - 4x10 work week?
* eliminate bias (conscious and unconscious) in all functions ( faculty, staff, administration, ALL)
  + microaggressions
* create an inclusive climate
* diversify faculty and staff
* ensure the recruitment of our colleagues shows commitment to RWU vision

**Training**

* training and procedures around diversity, inclusion and equity
* cultural competency training
* robust on-boarding, orientation, and employee training
* required and ongoing cultural competency training and discussion for all employees
* bias response(?) issues decrease
* student climate surveys and retention rates